

LODGING HOSPITALITY

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TOP 400 PERFORMERS

THE PENTON/IPC MANAGEMENT MAGAZINE FOR HOTELS, MOTELS, RESORTS

AUGUST 1984



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Howard Johnson's shakes off the big chill 26

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We've revamped and renamed our annual Top 300 study, but it's still the one you've been waiting for. It's lodging's best performers as determined by our annual survey, the only one of its kind in the industry. And here's the winners...

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It's the changing pattern of hotel customers' needs and their ability to afford them, and growth or shrinkage of individual markets that's becoming the prime concern of hotel developers and operators.

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COVER: Howard Johnson Company's management team, (from left) Thomas Russo, president, restaurant group; G. Michael Hostage, chairman and president; Manuel Ferris, president, hotel group. Photo by Robin Tooker. Design by Paul Melanij.

L·O·D·G·I·N·G·S

400

TOP · PERFORMERS

by Patricia Askin

Eagle-eyed readers who noticed our competition's name change, pat yourselves on the back. *Lodging Hospitality's* "300" is now "400." The reason? The convention/commercial category has been eliminated and replaced with two: a center city category and a suburban hotel category. Each, we felt, deserved 100 winners and by separating suburban from center city properties, we could more accurately compare apples to apples.

Another change this year is the inclusion of those casinos that included a breakdown of their revenues so we could omit their gaming income from total revenues. In fact, wherever possible this year, properties that gained an unfair edge over competitors through non-lodging related sales such as gasoline, boat and real estate sales were eliminated from the competition entirely.

In spite of isolated cases such as the one where a reader sent back our questionnaire with "Out of business. Reagan got us broke!" scrawled across it, most of our entries reflected a steadfast optimism for today's vibrant lodging industry. The numbers came surprisingly close to last year's, even though 100 more properties were added this year. The median sales per room for *LH's* 400 ran about \$33,691 this year, compared to \$34,717 last year, surpassing the industry's average sales per room of \$24,299. Occupancy came in one point above last year, at 73 percent compared to the industry's upper quartile occupancy of 78 percent.

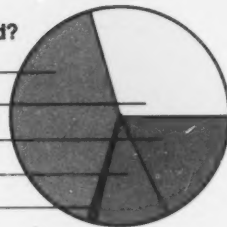
Nothing is forever in *Lodging Hospitality's* Top Performer competition. Oh, sure, the Hotel Boulderado can usually be counted on to check in with winning sales (and, sure enough, it did with \$115,357—the highest sales per room among the 400). But in other categories, anything can happen. Rockresorts, for example, forayed into the resorts category this year and ended up sweeping the top two rankings. The Mansion on Turtle Creek finally grabbed a number one slot in our new suburban category. And in the airport entries, The Registry Hotel in Irvine, CA slipped past perennial winner Sheraton Inn Newark Airport to stake out its claim as number one.

Several mailings are made over the course of six months to *Lodging Hospitality's* circulation list, but the competition is open to any U.S. hotel. Only those properties that voluntarily submit information are used in the study. **H**

Who are Lodging's 400 Top Performers?

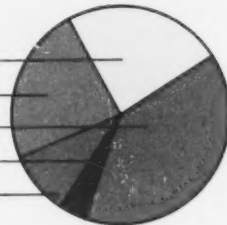
How are they operated?

Independent 41%
Franchise 29%
Chain owned 18%
Chain managed 11%
Referral group 1%



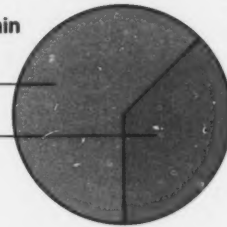
How long have they been in operation?

Less than 5 years 24%
5-10 years 24%
11-25 years 38%
26-50 years 4%
50+ years 10%



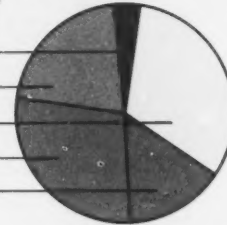
Do they belong to a chain reservation system?

Yes 63%
No 37%



How much business is booked through their reservation systems?

Less than 5% (4%)
5-10% (22%)
11-20% (29%)
21-40% (30%)
41%+ (16%)



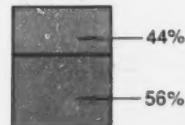
What facilities and services do they have?

	Yes	No
Foodservice	100%	0%
Roomservice	90%	10%
Liquor service	99%	1%
Banquet/meeting facilities	98%	2%
Gift shop/newsstand	79%	21%
Valet service	86%	14%
Swimming pool	86%	14%
On-premise golf	14%	86%
On-premise tennis	32%	68%
On-premise health club	27%	73%
In-room movies	49%	51%
Electronic games	55%	45%
Teleconferencing	25%	75%
In-house laundry	85%	15%

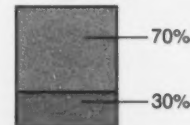
What are their growth plans?

Yes No

Plan to expand



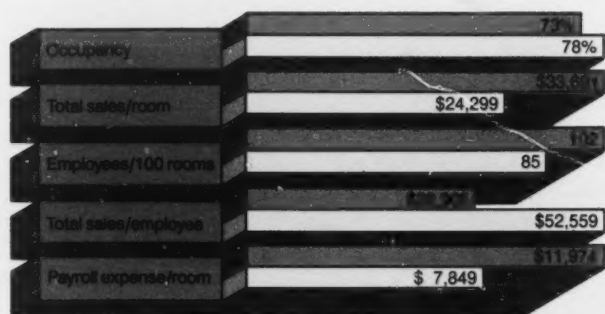
Plan to renovate



How successful are the Top Performers?

400 Top Performers

Industry

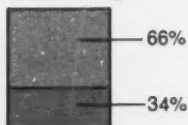


What technology systems do they have?

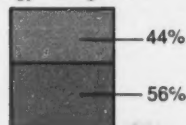
Yes

No

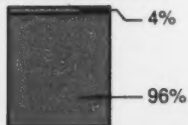
Call accounting



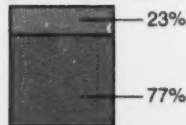
Energy management



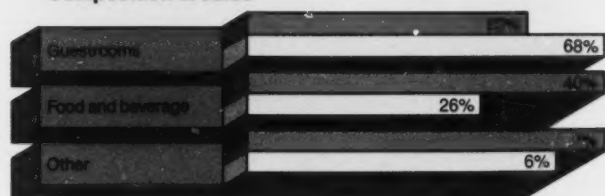
Electronic doorlocks



Satellite earth stations



Composition of sales



Source: All industry figures are upper quartile figures except for composition of sales figures, which are averages from Lavenhol & Horwath's *U.S. Lodging Industry 1984*. Only those properties that reported net income before income taxes are included in Lavenhol & Horwath's special analysis. Top Performer figures are averages, except occupancy, which is a median.

CENTER CITY

For center city hoteliers looking to chalk up tidy profits, the action is still, as the 60s tune goes, "Downtown." *Lodging Hospitality's* decision to compare apples to apples this year by eliminating the convention/commercial category and separate center city properties from suburban hotels was borne out by the closely paralleling results of the Center City 100 compared to the industry's performance: *Lodging Hospitality's* C/C

100 reported sales per room of \$29,126 compared with the industry's \$29,400, and occupancy ran about 72 percent for 1983 compared with 73 percent for the industry. Even payroll expense per room came in fairly close at \$11,855 compared to the industry's \$10,868.

The Hotel Boulderado in Colorado, with sales of \$115,357 per room, topped the C/C performers list. Seventy-five year old, 42-room Hotel Boulderado has

been number one in sales per room for three years running now. No wonder General Manager Steve Adams plans to add more rooms this summer.

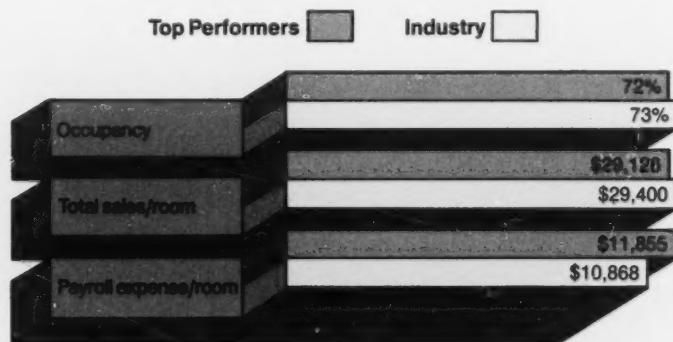
Lodging Hospitality's C/C performers proved that a "name" is not necessarily the only path to success in the lodging industry: about 40 percent of the C/C winners are independently owned. Another 16 percent are franchisees; 20 percent are owned by chains; 22 percent are chain managed, and two percent belong to a referral group. More than 61 percent of the C/C performers can attribute their success to the help of a chain reservation system.

The average C/C performer has 336 rooms, although the Loews Anatole Hotel in Dallas took the prize for size with 1,780 rooms. Of the C/C hotels, 31 percent are less than five years old, and only 23 percent are more than 50 years old. Few came close to topping the age of Boston's Parker House—127 years old and still going strong.

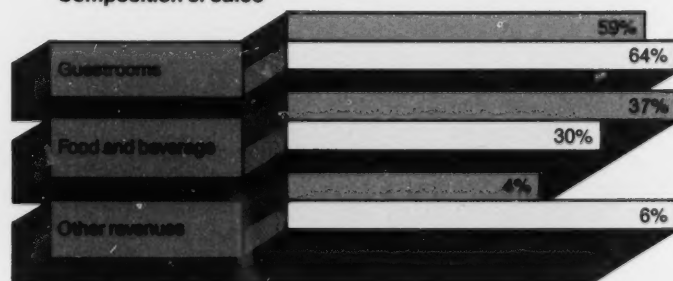
When it comes to servicing their guests, *Lodging Hospitality's* C/C hotels offer as many extras as they can. Not surprisingly, almost all offer food-service, room service, liquor, banquet facilities and valet service. But these winners take service one step further by pampering guests with amenities such as swimming pools (58 percent), on-premise tennis (13 percent) and health clubs (26 percent). The average C/C performer employs 81 staff members per 100 rooms.

Traveling executives yearn for entertainment when they are away from home, and the C/C performers aim to please here, too. In-room movies are a highly enjoyed amenity in almost 60 percent of the C/C guestrooms, and 15 percent use an on-premise earth station. Thirty-four percent offer electronic games for those guests who blip, zap and buzz their way into relaxation. **H**

Center City Top Performers vs. the industry



Composition of sales



Source: Industry figures are upper quartile figures for center city properties, except composition of sales figures which are averages from Lavenhol & Horwath's *U.S. Lodging Industry 1984*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

L·O·D·G·I·N·G·S

400

TOP · PERFORMERS

		Total sales/room (\$)		Total sales (\$000)		Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)		RANK	Number of employees
The Hotel Boulderado, Boulder, CO	4	115,357	1	4,845	88	960	3,840	45	52	2	205
Pine Inn, Carmel, CA	57	56,473	2	3,219	78	1,075	1,889	255	84	1	54
Stanford Court Hotel, San Francisco, CA	102	55,970	3	22,500	7	15,000	6,500	1,000	70	61	370
Hotel Meridien Boston, Boston, MA	354	50,847	4	18,000	76	9,000	5,500	500	73	26	298
Hotel du Pont, Wilmington, DE	267	50,505	5	15,000	84	5,000	10,000	—	72	50	501
The Pontchartrain Hotel, New Orleans, LA	190	50,000	6	5,000	81	2,000	3,000	—	72	48	225
Westin St. Francis, San Francisco, CA	1,202	49,916	7	60,000	1	40,000	20,000	—	73	34	1,200
St. James Hotel, Red Wing, MN	88	48,916	8	2,935	89	817	1,753	335	73	55	180
Cimarron West Hotel, Hobbs, NM	79	48,101	9	3,800	73	1,500	2,300	—	80	82	34
The Drake, Chicago, IL	588	44,991	10	26,500	8	12,000	14,000	500	77	68	775
Hotel Parker Meridien, New York, NY	702	44,285	11	31,000	4	26,400	4,800	—	75	24	400
Best Western Genetti Motor Inn, Wilkes Barre, PA	88	44,029	12	2,994	88	424	2,166	404	81	97	165
United Nations Plaza Hotel, New York, NY	283	43,944	13	12,700	86	9,100	2,000	1,600	76	36	225
Executive Inn, Greensboro, NC	71	43,943	14	3,120	92	1,560	1,980	—	82	87	36
Alameda Plaza Hotel, Kansas City, MO	402	43,782	15	17,513	23	8,350	8,34	829	73	40	600
Vista International N.Y., New York, NY	817	43,620	16	40,000	3	27,000	12,000	1,000	73	51	725
The Whitehall, Chicago, IL	241	42,265	17	10,186	24	6,286	3,700	200	87	67	250
The Royal Orleans Hotel, New Orleans, LA	338	39,325	18	14,000	25	8,000	6,000	1,000	84	77	400
Parker House, Boston MA	580	38,938	19	22,000	9	16,000	8,000	—	73	23	600
Le Pavillon Hotel De Luxe, Stamford, CT	178	37,500	20	6,600	84	4,250	2,350	—	75	56	130
The Washington Marriott Hotel, Washington, DC	354	36,723	21	13,000	—	7,000	3,000	3,000	8	20	260
The Oxford, Denver CO	8	36,263	22	3,300	78	1,100	1,900	300	88	98	130
Sheraton Hotel Station Square, Pittsburgh, PA	915	34,920	23	11,000	26	5,000	6,000	1,000	88	14	400
Hyatt Regency Fort Worth, Fort Worth, TX	516	34,883	24	18,000	27	11,000	7,000	—	73	44	402
One Washington Circle Hotel, Washington, DC	15	33,754	25	5,097	89	3,622	1,475	—	84	7	90
Loews Anatole Hotel, Dallas, TX	1,788	33,707	26	60,000	2	30,000	2,000	2,000	84	70	1,500
Royal Sonesta, New Orleans, LA	488	33,411	27	16,639	21	9,946	5,748	944	88	94	500
Brown Palace Hotel, Denver, CO	542	33,333	28	18,000	17	9,500	3,500	—	85	85	310
Key Bridge Marriott Hotel, Arlington, VA	573	33,158	29	19,000	18	11,000	6,000	2,000	86	15	500
Westin Hotel Cincinnati, Cincinnati, OH	474	32,700	30	15,500	22	9,000	6,500	—	74	39	450
The Hermitage Park Suite Hotel, Nashville, TN	113	32,142	31	3,600	74	1,400	2,200	—	76	28	135
Paper Valley Hotel & Conference Center, Appleton, WI	154	31,891	32	6,187	57	2,442	3,748	—	74	38	285
Ingersoll Hotel, Ketchikan, AK	60	31,766	33	1,906	87	513	1,003	390	75	32	58
Warwick Hotel, New York, NY	502	31,704	34	15,852	23	11,575	3,752	525	77	21	375

LODGING'S 400 TOP PERFORMERS

	Guestrooms and suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
Omni International Hotel, Miami, FL	603	31,442	35	18,960	15	11,300	8,300	1,360	59	93	430
Westbury Hotel, New York, NY	355	30,985	36	11,000	34	7,000	3,500	500	60	90	215
Amway Grand Plaza Hotel, Grand Rapids, MI	682	30,791	37	21,000	9	9,000	11,000	1,000	60	92	1,100
The Drake Swissotel, New York, NY	650	30,769	38	20,000	13	16,000	4,000	—	63	81	380
The Westin Benson, Portland, OR	339	30,563	39	10,361	37	4,749	5,317	295	73	43	350
Denver Marriott-City Center, Denver, CO	655	30,534	40	20,000	11	14,000	6,000	—	70	60	575
The River Inn, Washington, DC	126	30,429	41	3,895	72	2,895	1,000	—	87	4	85
Stratler Hotel, Durango, CO	94	30,319	42	2,850	88	1,300	1,550	—	79	17	110
R.J. Pitcher Inn, Lancaster, OH	30	30,000	43	900	100	200	700	—	50	100	60
St. Anthony Inter-Continental San Antonio, San Antonio, TX	400	29,920	44	11,968	31	7,568	4,100	300	72	49	350
The Shoreham-An Omni Hotel, Washington, DC	770	29,870	45	23,000	6	13,000	9,000	1,000	68	65	500
Holiday Inn Crowne Plaza Hotel, Dallas, TX	309	29,854	46	9,225	44	5,000	3,900	325	75	25	225
Halloran House, New York, NY	671	29,806	47	20,000	12	14,000	5,500	500	84	8	425
The Inn at Children's, Boston, MA	85	29,411	48	2,500	94	1,500	900	100	74	37	85
Doral Park Ave. Hotel, New York, NY	223	29,147	49	6,500	56	4,500	1,200	800	70	53	120
Quality Inn Mid Town, New Orleans, LA	103	29,126	50	3,000	84	1,400	1,600	—	80	11	90
The New Otani Hotel & Garden, Los Angeles, CA	471	29,087	51	13,700	28	7,700	5,000	1,000	75	27	350
The Warwick, Philadelphia, PA	195	28,061	52	5,500	86	3,200	—	2,300	73	41	88
Riverfront Hilton Inn, North Little Rock, AR	225	27,111	53	6,100	88	4,000	2,000	100	56	95	185
Omni International Hotel, Norfolk, VA	497	27,100	54	13,469	27	7,047	5,850	772	70	57	400
Loews Summit Hotel, New York, NY	767	26,727	55	20,500	10	12,000	4,300	4,200	80	16	370
Sheraton at St. Johns Place, Jacksonville, FL	343	26,239	56	9,000	46	4,800	4,000	200	73	42	273
The Colony Inn, New Haven, CT	107	26,168	57	2,800	92	1,600	1,200	—	85	6	94
Doubletree Inn, Dallas, TX	321	26,090	58	8,375	48	4,773	3,219	383	72	46	215
Ramada Renaissance Hotel, Washington, DC	372	25,806	59	9,600	43	6,750	2,850	—	71	52	220
Bradford Hotels, Dallas, TX	132	25,757	60	3,400	77	2,300	900	200	75	30	350
Carolina Inn, Chapel Hill, NC	140	25,714	61	3,600	74	1,900	1,700	—	82	9	140
Holiday Inn-Chicago City Centre, Chicago, IL	509	25,540	62	13,000	29	9,000	3,500	500	75	33	250
Ivy Inn Motor Hotel, Madison, WI	56	25,423	63	1,500	96	1,250	250	—	70	62	20
Radiasson Plaza Hotel Charlotte, Charlotte, NC	389	25,192	64	9,800	42	5,750	3,800	450	76	22	301
The Cornhusker, Lincoln, NE	320	25,156	65	8,050	50	4,000	4,000	50	65	74	311
Hyatt Arlington, Arlington, VA	312	24,935	66	7,780	51	5,360	2,420	—	75	31	195
Driskill Hotel, Austin, TX	195	24,841	67	4,844	53	2,540	2,047	257	60	89	100
Ramada Inn, Ithaca, NY	122	24,795	68	3,025	83	2,000	1,000	25	83	3	110

L·O·D·G·I·N·G·S

400

TOP · PERFORMERS

	Guestrooms and suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
The Tidewater Inn, Easton, MD	128	24,650	88	3,106	81	1,303	1,638	167	67	66	125
Mikado Best Western Hotel, North Hollywood, CA	61	24,590	78	1,500	88	700	775	25	72	54	50
The Kahler Hotel, Rochester, MN	736	24,497	71	18,030	78	9,245	7,048	1,739	66	75	400
Radisson Hotel La Crosse, La Crosse, WI	173	24,277	72	4,200	73	2,000	2,100	100	65	72	160
Sir Francis Drake Hotel, San Francisco, CA	415	24,096	73	10,000	41	6,500	2,500	1,000	68	71	220
Summit Hotel, Hartford, CT	201	24,051	74	6,999	83	3,370	3,448	181	64	76	220
Executive Tower Inn, Denver, CO	337	24,035	75	8,100	48	3,600	1,500	3,000	66	86	150
Holiday Inn Holidome, Dodge City, KS	117	23,076	76	2,700	83	1,200	1,500	—	73	29	165
Hershey Philadelphia Hotel, Philadelphia, PA	458	22,873	77	10,499	34	5,350	4,860	199	80	91	400
Radisson Hotel Burlington, Burlington, VT	206	22,500	78	4,500	87	2,800	1,500	200	80	12	125
Hotel Dorset, New York, NY	511	22,293	79	11,392	23	9,331	1,836	125	68	5	168
Sheraton-Hartford Hotel, Hartford, CT	411	22,238	80	9,140	45	5,700	3,400	40	75	35	247
Sheraton Spokane Hotel, Spokane, WA	452	22,123	81	10,000	46	6,000	4,000	—	70	58	250
Hotel Bethlehem, Bethlehem, PA	130	21,538	82	2,800	81	1,500	1,200	100	82	83	120
Waco Hilton, Waco, TX	205	21,500	83	4,300	88	2,700	1,125	475	63	79	140
Minneapolis Plaza Hotel, Minneapolis, MN	337	21,364	84	7,200	53	5,000	2,000	200	82	84	165
Jumers Castle Lodge, Urbana, IL	148	21,232	85	3,100	82	1,500	1,800	—	81	80	158
Landmark Bourbon Street, New Orleans, LA	190	21,052	86	4,000	71	3,000	1,000	—	73	59	150
Howard Johnson's Hotel, Miami, FL	115	20,782	87	2,390	85	1,500	880	30	72	47	75
Ambassador Garden Hotel, Los Angeles, CA	490	20,408	88	10,000	38	4,500	4,500	1,000	80	99	375
The Vernon Manor Hotel, Cincinnati, OH	171	20,345	89	3,479	78	1,307	1,082	1,080	84	63	85
Strathallan, Rochester, NY	217	20,276	90	4,400	86	2,500	1,900	—	84	64	165
San Carlos Hotel, New York, NY	44	20,138	91	2,900	87	2,900	—	—	78	19	48
Howard Johnson's In-Towne, Louisville, KY	106	20,000	92	2,100	89	900	1,200	—	86	69	60
Holiday Inn Duluth, Duluth, MN	240	20,000	93	4,800	86	2,700	1,800	500	72	45	165
Holiday Inn City Center, Green Bay, WI	143	19,958	94	2,854	88	1,549	1,215	90	78	18	110
Holiday Inn Coliseum, New York, NY	621	19,726	95	12,250	31	9,000	3,000	250	82	10	275
Holiday Inn-Civic Center, Waterloo, IA	225	19,650	96	4,500	86	2,500	2,000	—	86	88	165
Fort Worth Hilton, Fort Worth, TX	434	19,585	97	8,500	47	5,200	3,100	200	83	78	310
Raphael Hotel, Chicago, IL	271	19,433	98	4,800	84	3,700	1,100	—	80	13	120
Downtowner Motel, Green Bay, WI	145	19,310	99	2,800	90	1,800	840	160	85	73	90
Sheraton Charleston Hotel, Charleston, SC	343	18,950	100	6,500	85	3,600	2,800	100	84	96	185

RESORT

Rockresorts, Inc. entered two of its resort properties into *Lodging Hospitality's* competition this year and ended up sweeping the number one and two top slots. Little Dix Bay Hotel, with sales per room of \$110,860 and Caneel Bay, with \$96,750 were head and shoulders above the median resort performer's sales of \$45,089 per room.

Guestroom sales accounted for 48 percent of the resort winners' revenues,

boosted by an average occupancy of 75 percent, up from last year's 71 percent. Honolulu's Hale Koa Hotel was once again in the enviable position of running a house 99 percent full every day last year.

Lodging Hospitality's resort performers produced more revenue per property (\$13,894,100) than any other performer category, although the Disneyland Hotel was ranked number one

for total sales with \$60,000,000. The resort performers' healthy sales may be an explanation for the fact that 57 percent of the winners plan to expand in the near future.

Entrepreneurs, take note: more than 63 percent of the resort winners are independently owned and operated and only 29 percent are chain owned or managed.

Chain reservations were a contributing factor to the resorts' high occupancies. Forty-three percent have a chain reservation system, and management at Caesar's attributes the company's strong showing on *LH's* resort list this year to its res system, which produced 90 percent of its annual business, according to Michael Wilkins.

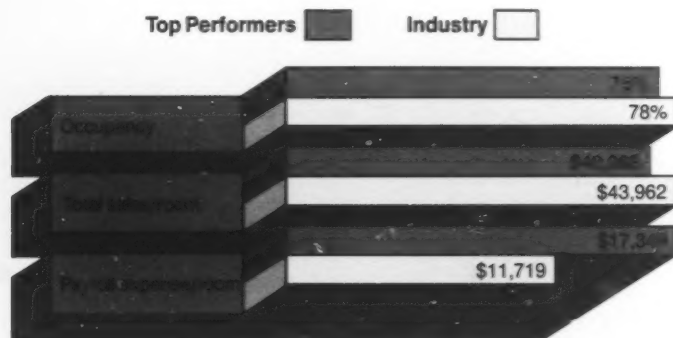
The Mohonk Mountain House in New Paltz, NY is the oldest property at 114, although almost half of the winners range between the ages of 11 and 25 years. Perhaps that's the reason more than 69 percent plan to renovate their properties soon.

The average resort offers 310 rooms, but Honolulu's Hawaiian Regent Hotel is by far the largest with 1,355 rooms. Tiny Port La Belle Inn in Florida made *Lodging Hospitality's* list with only 26 rooms.

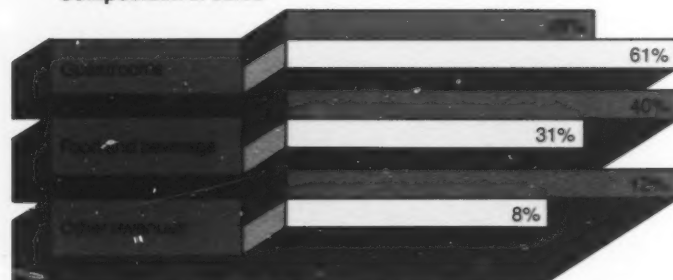
Last year guests expected pampering from resorts, and these 100 winners were only too happy to oblige. Each attended its customers with an average of 146 employees per 100 rooms, and evidently they pay those employees more, too. Each resort's payroll expense came out to about \$17,349 per room. The high pay was worth it, however: each employee produced about \$30,714 in sales last year.

Forty-five percent of the resorts offer golf courses; 77 percent have tennis courts; 42 percent have health clubs and 38 percent offer in-room movies for their guests' enjoyment. **H**

Resort Top Performers vs. the industry



Composition of sales



Source: Industry figures are upper quartile figures for resort properties, except composition of sales figures, which are averages from Laventhol & Horwath's *U.S. Lodging Industry 1984*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

L·O·D·G·I·N·G·S

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TOP · PERFORMERS

	Guestrooms and suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
Little Dix Bay Hotel, Virgin Gorda, B. V. I.	86	110,860	1	9,534	48	3,957	2,996	2,581	83	19	211
Caneel Bay, Cruz Bay, St. John U.S.V.I.	163	96,750	2	16,254	23	7,687	5,388	3,179	77	39	420
The Cloister, Sea Island, GA	264	94,696	3	25,000	18	8,000	8,000	9,000	85	13	650
Golden Nugget Hotel Casino, Atlantic City, NJ	602	88,219	4	53,108	3	15,574	37,534	—	80	35	3,209
Tropicana Hotel & Casino, Atlantic City, NJ	607	85,942	5	52,167	4	13,147	31,754	7,266	84	17	3,550
Kahala Hilton, Honolulu, HI	370	84,324	6	31,200	15	18,200	11,000	2,000	75	50	800
Pier House, Key West, FL	120	80,833	7	9,700	48	4,243	4,821	836	80	6	300
Peek'N Peak Recreation, Clymer, NY	60	77,500	8	4,650	88	825	1,350	2,475	76	41	170
Kona Village Resort, Hualaloa, HI	95	77,368	9	7,350	86	3,471	3,680	199	76	45	153
Cerromar Beach Hotel, Puerto Rico	508	71,456	10	36,300	10	18,000	12,000	6,300	72	53	658
The Woodlands Inn & Country Club, The Woodlands, TX	268	70,895	11	19,000	23	5,500	5,000	8,500	68	66	450
Halekulani Hotel, Honolulu, HI	458	67,982	12	31,000	17	18,000	12,000	1,000	70	55	650
Pier 66 Hotel & Marina, Fort Lauderdale, FL	258	64,728	13	16,700	28	7,200	8,000	3,500	75	46	425
Boca Raton Hotel & Club, Boca Raton, FL	915	64,480	14	59,000	2	27,000	24,000	8,000	65	77	1,800
Caesars Pocono Palace, Marshalls Creek, PA	129	62,015	15	8,000	54	4,000	2,500	1,500	60	88	108
Caribe Hilton International, San Juan, PR	667	61,469	16	41,000	8	17,500	11,700	11,800	75	49	1,150
Industry Hills & Sheraton Resort, City of Industry, CA	296	61,315	17	18,272	34	5,658	9,079	3,535	75	51	825
Arizona Biltmore Hotel, Phoenix, AZ	530	60,377	18	32,000	14	18,000	13,000	1,000	82	21	346
Vail Athletic Club Hotel, Vail, CO	42	59,523	19	2,500	86	800	800	1,100	62	83	100
Longboat Key Club, Longboat Key, FL	223	58,295	20	13,000	38	6,000	3,000	4,000	50	95	375
Grapetree Beach Hotel and Resort, St. Croix, V. I.	88	58,139	21	5,000	67	2,500	2,500	—	53	90	90
Caesars Paradise Stream Resort, Mt. Pocono, PA	131	57,251	22	7,500	55	3,500	2,000	2,000	60	87	103
Woodstock Inn & Resort, Woodstock, VT	120	56,125	23	6,735	61	2,771	2,453	1,511	68	67	202
Bahia Cabana Motel, Ft. Lauderdale, FL	47	55,510	24	2,609	82	690	1,319	—	69	62	79
Sonesta Beach Hotel, Key Biscayne, FL	317	55,205	25	17,468	36	9,700	6,900	868	62	22	450
Hood River Inn, Hood River, OR	64	54,687	26	3,500	80	1,000	2,500	—	62	24	103
The Registry Resort, Scottsdale, AZ	363	53,994	27	19,600	22	8,700	9,100	1,800	81	28	510
Disneyland Hotel, Anaheim, CA	1121	53,523	28	60,000	1	30,000	20,000	10,000	82	25	2,000
The Breakers, Palm Beach, FL	602	52,631	29	32,000	13	15,000	4,000	3,000	70	61	1,200
Santa Barbara Inn, Santa Barbara, CA	71	49,295	30	3,500	79	2,000	1,500	—	68	9	75
Roche Harbor Resort, Roche Harbor, WA	80	49,016	31	2,941	90	383	1,033	1,525	35	99	194
Port La Belle Inn, Port La Belle, FL	26	48,576	32	1,263	100	256	589	438	54	93	60
The Buccaneer, St. Croix, V. I.	147	48,054	33	7,064	89	4,300	764	2,000	64	81	200
Caesars Cove Haven Resort, Lakeville, PA	250	48,000	34	12,000	43	6,000	5,000	1,000	56	89	300

L·O·D·G·I·N·G·S

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TOP · PERFORMERS

	Guestroom and suite	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	number of employees
Ponte Vedra Inn & Club, Ponte Vedra Beach, FL	189	47,089	88	8,900	81	3,000	3,900	2,100	85	71	350
The Mandalay Four Seasons Hotel, Irving, TX	437	45,766	89	20,000	21	10,500	9,500	—	70	56	475
Jamaica Inn, Dunedin, FL	56	45,454	87	2,500	94	500	2,000	—	86	72	120
Shawnee Inn, Shawnee on Delaware, PA	87	44,827	84	3,900	74	1,100	2,300	500	86	73	250
Woodloch Pines, Hawley, PA	135	44,444	89	6,000	83	3,000	3,000	—	85	2	275
Napili Kai Beach Club, Lahaina, HI	138	44,117	89	6,000	84	5,000	1,000	—	78	42	140
Buena Vista Palace, Lake Buena Vista, FL	904	43,141	41	39,000	8	24,000	15,000	—	80	33	800
The Pointe at Squaw Peak, Phoenix, AZ	800	43,058	42	25,835	18	14,632	10,783	420	85	14	289
Marriott Resort Maui, Lahaina, HI	720	43,055	43	31,000	16	19,000	12,000	—	85	15	850
Hotel Royal Plaza, Lake Buena Vista, FL	397	42,808	44	16,995	37	11,119	5,412	464	82	4	421
Stouffer's Wailea Beach Resort, Wailea, HI	360	42,777	45	15,400	38	8,000	7,000	400	76	44	350
Lodge of the Four Seasons, Lake Ozark, MO	317	42,441	46	13,454	39	5,389	5,419	2,646	83	64	650
Clayton Hotel, Miami, FL	57	42,122	47	2,401	96	954	1,362	85	86	70	88
Cheeca Lodge, Islamorada, FL	89	41,627	48	3,580	78	2,100	1,320	160	85	63	101
PGA Sheraton Resort, Palm Beach Gardens, FL	332	41,412	49	13,749	36	6,196	6,962	591	79	60	450
St. Clair Inn, St. Clair, MI	94	40,968	50	3,851	75	1,135	2,703	13	86	78	167
San Diego Hilton Beach and Tennis Resort, San Diego, CA	358	40,281	51	14,300	28	9,000	5,000	300	85	20	400
Boulder Broker Inn, Boulder, CO	113	40,132	52	4,535	72	1,635	2,900	—	81	27	175
Lake Cumberland State Resort Park, Jamestown, KY	60	40,000	53	2,400	97	1,800	600	—	88	65	134
Bonaventure Inter-Continental Hotel & Spa, Fort Lauderdale, FL	605	40,000	54	20,000	29	12,000	8,000	—	86	76	860
Westlake Inn Motor Hotel, Westlake Village, CA	75	39,400	55	2,955	88	1,535	1,420	—	85	16	65
Hotel Hershey, Hershey, PA	388	38,902	56	10,426	48	4,998	4,958	470	87	69	310
Point West Inn, Macatawa, MI	88	38,590	57	2,547	93	878	1,818	51	84	79	150
Rainbow Canyon Golf Resort, Temecula, CA	81	38,554	58	3,200	92	700	1,100	1,400	84	74	100
Hyatt Islandia, San Diego, CA	860	38,317	59	13,411	37	8,080	4,957	374	84	7	300
Lexington Marriott Resort, Lexington, KY	317	37,854	60	12,000	41	5,000	6,000	1,000	73	43	325
Wintergreen Resort, Wintergreen, VA	325	37,500	61	12,000	42	3,800	2,750	5,450	77	100	325
Nordic Hills Resort, Itasca, IL	226	37,280	62	8,500	53	3,000	3,500	2,000	78	59	270
Sheraton-Islander Inn & Conference Center, Newport, RI	753	37,154	63	9,400	36	5,600	3,600	200	79	57	312
Don Cesar Beach Resort, St. Petersburg Beach, FL	390	36,448	64	10,570	44	5,460	4,612	498	84	18	330
Ireland's Inn Hotel, Ft. Lauderdale, FL	85	36,144	65	3,000	94	1,500	1,500	—	85	91	130
Hale Koa Hotel, Honolulu, HI	318	36,125	66	15,028	31	6,618	7,639	741	89	1	330
Coto de Caza, Trabuco Canyon, CA	110	35,536	67	3,909	73	1,425	1,295	1,189	88	94	300
Portofino Inn, Redondo Beach, CA	132	35,507	68	4,900	89	3,100	1,000	800	83	30	107

L.O.D.G.I.N.G.'S

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TOP · PERFORMERS

	Guestrooms and suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
Topnotch at Stowe, Stowe, VT	100	35,000	89	3,500	77	2,000	1,400	100	86	86	120
Travelodge-Connecticut Yankee, Niantic, CT	50	34,000	70	1,700	99	600	1,110	—	85	10	110
Pinehurst Hotel & Country Club, Pinehurst, NC	539	33,844	71	18,242	25	3,297	3,966	10,979	55	92	700
Innisbrook Resort & Golf Club, Tarpon Springs, FL	1,200	33,333	72	40,000	7	14,000	14,000	12,000	50	96	1,000
Doral on the Ocean, Miami Beach, FL	426	33,333	73	14,000	34	8,000	6,000	—	75	47	850
The Hershey Lodge Resort, White Haven, PA	163	32,737	74	5,991	55	2,843	2,796	352	64	80	350
Lakeway Resort, Austin, TX	400	32,500	75	13,000	38	3,000	1,000	9,000	45	98	450
Hyatt Regency Waikiki, Honolulu, HI	1,234	32,414	76	40,000	6	28,000	12,000	—	80	34	800
Summer House Inn, La Jolla, CA	108	32,407	77	3,500	78	2,000	1,500	—	77	37	100
Avalon Inn, Warren, OH	96	32,291	78	3,100	83	1,400	1,700	—	81	26	120
Mohonk Mountain House, New Paltz, NY	310	32,258	79	10,000	47	3,552	3,800	2,648	85	75	400
Villa Roma Country Club, Callicoon, NY	220	31,818	80	7,000	80	4,000	2,750	250	85	12	300
The Hershey Lodge & Convention Center, Hershey, PA	480	31,008	81	14,264	35	7,118	6,605	541	75	48	400
The Balsams Grand Resort Hotel, Dixville Notch, NH	237	30,801	82	7,300	57	5,000	1,000	1,300	80	32	350
Williamsburg Lodge, Williamsburg, VA	197	30,456	83	6,000	62	4,000	1,800	200	80	31	200
Holiday Star Resort, Merrillville, IN	353	30,413	84	10,436	46	4,471	5,483	482	83	82	380
Bahia Mar Hotel & Yachting Center, Fort Lauderdale, FL	296	29,976	85	8,873	52	4,400	3,800	673	70	58	390
Brown Country Inn, Nashville, IN	102	29,764	86	3,036	84	1,406	1,496	132	71	54	125
New Surfview Resort Motel, Cannon Beach, OR	108	29,722	87	3,210	81	2,400	810	—	74	52	85
Fairfield Lodge, Pagosa, CO	102	29,411	88	3,000	87	1,900	1,100	—	82	23	156
Opryland Hotel, Nashville, TN	1,143	29,032	89	33,184	12	16,956	13,966	2,262	77	40	1,400
The Palm Beach Hilton, Palm Beach, FL	140	28,571	90	4,000	71	2,400	1,400	200	80	84	130
Caesars Brookdale Resort, Scotrun, PA	105	28,571	91	3,000	86	1,300	1,100	600	45	97	95
Tropicana Hotel Casino and Country Club, Las Vegas, NV	1,235	28,340	92	35,000	11	14,000	16,000	3,000	80	29	1,586
Hawaiian Regent Hotel, Honolulu, HI	1,355	28,044	93	38,000	9	24,000	11,400	2,600	77	38	846
Kaanapali Beach Hotel, Lahaina, HI	431	28,020	94	12,077	40	8,450	2,942	685	77	38	240
Carousel Hotel, Ocean City, MD	254	27,948	95	7,099	56	3,750	2,680	689	80	85	200
Scottsdale Granada Royale Homotel, Scottsdale, AZ	210	27,938	96	5,867	66	4,367	1,500	—	86	8	155
Shore Cliff Lodge & Inn, Pismo Beach, CA	96	27,777	97	2,750	91	1,700	1,050	—	91	5	80
Chatham Bars Inn, Chatham, MA	146	27,397	98	4,000	72	2,000	2,000	—	94	3	130
Best Western El Patio Hotel, Santa Barbara, CA	110	27,272	99	3,000	85	1,800	1,200	—	85	11	84
Barren River Lake State Resort Park, Lucas, KY	63	27,142	100	1,710	96	715	660	335	89	63	104

SUBURBAN

Some of the suburban winners' names may be familiar, but the category is entirely new. In past years, suburban properties were lumped together with center city hotels in the "convention/commercial" category. But as business activity has shifted away from downtown urban areas to the outlying suburbs in the past 20 years or so, hotels that have sprung up in answer to travelers' needs are successful enough, we felt, to warrant their

own competition. Who could deny the vitality of the suburban markets of cities such as Dallas, Atlanta and Philadelphia? With their similar marketing problems, costs and customers, why not let suburban properties compete against each other rather than against center city hotels to gain entry to *Lodging Hospitality's* Top Performer list?

Our winners this year compared favorably with the industry's suburban

hotels in some instances and unfavorably in others. *LH's* suburban performers' occupancies averaged 72 percent last year compared to the industry's 80 percent. Although that might sound dismal, *LH's* suburban performers' sales were substantially higher than the industry's—\$25,149 compared to \$18,340 for the industry. Payroll expense for the top performers were higher than the industry's, but then so were food and beverage sales. Forty-five percent of *LH's* suburban performer sales came from food and beverage compared to the industry's 22 percent and 52 percent from guest rooms.

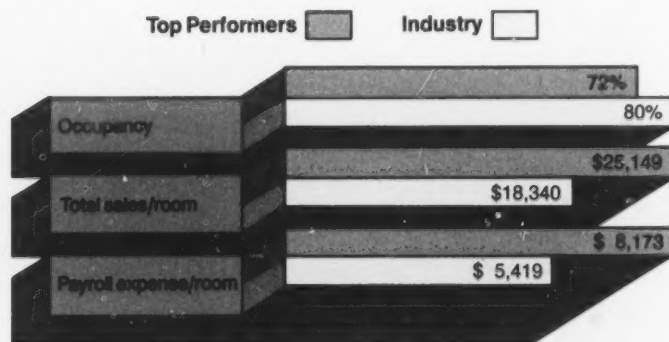
The decision to create this new category bode well for The Mansion on Turtle Creek, which finally moved into a number one spot (The Hotel Boulderado, which was number one in the convention/commercial category in years past is now in the Center City category). With sales per room of \$89,171, Dallas' Mansion on Turtle Creek was clearly out in front of the rest of the suburban pack.

A thumbnail sketch of the average suburban hotel would show a property with 200 rooms and total sales of \$5,802,760. That comes to about \$28,974 per room. Many of the winners were not at all average, however. Largest is the Registry Hotel in Dallas with 610 rooms. The Breakwater Inn in Juneau, Alaska, is the smallest, with 46 rooms.

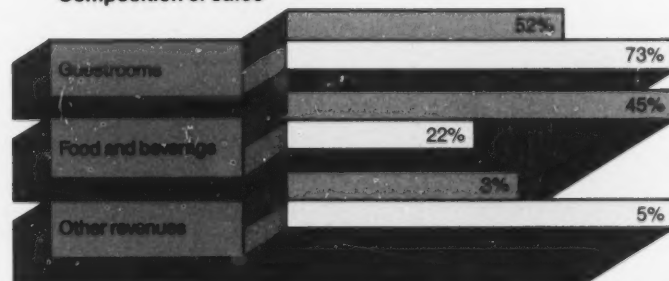
Sixty-five percent of *Lodging Hospitality's* suburban performers use a chain reservation system. Two Holiday Inn properties, the Holiday Inn East Belt in Chancelview, TX and the Holiday Inn Dayton Mall in Miamisburg, OH attribute a full 80 percent of their business to their Holiday Inn reservation system.

For age, The Public House Historic Inn and Country Motor Lodge takes the cake—213 years. This Sturbridge, MA inn was founded even before our country was born. **H**

Suburban Top Performers vs. the industry



Composition of sales



Source: Industry figures are upper quartile figures for suburban properties, except composition of sales figures, which are averages from Laventhol & Horwath's *U.S. Lodging Industry 1984*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

L·O·D·G·I·N·G·S

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TOP · PERFORMERS

	Guestrooms and suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
Mansion on Turtle Creek, Dallas, TX	157	89,171	1	14,000	7	8,000	8,000	—	70	66	320
Green Ridge Turkey Farm Restaurant & Motor Lodge, Nashua, NH	58	62,068	2	3,600	71	500	3,000	100	85	5	175
Publick House Historic Inn & Country Motor Lodge, Sturbridge, MA	126	58,453	3	7,482	19	1,144	4,763	1,575	51	97	524
Sheraton Valley Forge Hotel, King of Prussia, PA	372	51,223	4	19,055	3	7,421	11,061	573	81	17	500
Harrison Conference Center/Inn, Southbury, CT	127	51,181	5	6,500	26	3,400	2,500	600	70	61	140
Clinton Inn Motor Hotel, Tenafly, NJ	119	50,714	6	6,035	33	2,326	3,540	169	81	16	240
The Madison Hotel, Convent Station, NJ	209	48,684	7	10,175	10	4,250	5,925	—	79	26	220
Breakwater Inn, Juneau, AK	46	46,739	8	2,150	90	700	1,400	50	80	22	43
Scanticon Princeton Executive Conference Center and Hotel, Princeton, NJ	304	46,052	9	14,000	8	5,600	5,900	2,500	63	86	325
The Westin Hotel, Dallas, TX	461	43,383	10	20,000	2	13,000	7,000	—	71	56	460
The Conference Center at Eagle Lodge, Lafayette Hill, PA	116	41,379	11	4,800	83	3,100	1,600	100	49	99	125
Weber's Inn, Ann Arbor, MI	125	41,216	12	5,152	46	1,538	3,614	—	74	43	200
Bethesda Marriott, Bethesda, MD	418	40,861	13	17,080	4	9,000	8,000	80	80	24	400
Woodcliff Lake Hilton Inn, Woodcliff Lake, NJ	367	38,051	14	13,965	6	6,373	6,544	1,048	80	91	350
Best Western Golden Lion Hotel, Anchorage, AK	83	38,036	15	3,157	79	1,606	1,458	93	81	18	65
The Registry Hotel, Dallas, TX	610	37,213	16	22,700	1	8,800	12,500	1,400	74	44	710
Cross Keys Inn, Baltimore, MD	144	37,162	17	5,500	37	3,000	2,500	—	68	71	219
Willow Valley Inn and Family Restaurant, Lancaster, PA	171	36,935	18	6,316	30	2,104	4,212	—	74	41	325
Hotel Sofitel, Minneapolis, MN	312	36,858	19	11,500	9	4,000	7,100	400	65	81	220
The Dearborn Inn, Dearborn, MI	179	35,972	20	6,439	27	2,620	3,499	320	78	31	225
The Registry Inn, Charlotte, NC	195	34,512	21	6,730	24	3,600	2,950	180	86	4	180
Shelter Island Marina Inn, San Diego, CA	97	33,309	22	3,231	78	1,645	1,087	499	84	8	90
Beverly Hillcrest Hotel, Beverly Hills, CA	154	32,214	23	4,961	50	2,830	2,100	31	67	73	110
Natick Hilton Inn, Natick, MA	196	31,767	24	6,290	31	3,300	2,760	230	77	34	125
Kingsley Inn, Bloomfield Hills, MI	171	31,660	25	5,414	40	1,772	3,536	106	65	79	180
Sterling Forest Conference Center, Tuxedo, NY	58	31,586	26	1,832	93	702	530	600	44	100	70
Columbus Marriott North, Columbus, OH	310	30,645	27	9,500	13	5,000	4,500	—	73	45	284
Sheraton Gardens, Freehold, NJ	119	30,445	28	3,623	70	1,804	1,750	69	68	70	67
Holiday Inn-Livonia West, Livonia, MI	231	30,303	29	7,000	23	4,000	3,000	—	82	12	176
Baltimore Hilton Inn, Pikesville, MD	177	30,282	30	5,360	42	2,500	2,500	360	66	76	200
Concord Sheraton Hotel & Conference Center, Concord, CA	341	29,325	31	10,000	11	7,000	3,000	—	75	40	150
Sheraton Poste Inn, Cherry Hill, NJ	223	29,147	32	6,500	25	3,000	3,500	—	67	74	200
The Inn at Nichols Village, Clarks Summit, PA	116	28,681	33	3,327	77	1,258	1,975	94	61	89	160
Holiday Inn-Washington DC, College Park, MD	68	28,573	34	1,943	81	1,343	600	—	80	21	55

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TOP · PERFORMERS

	Guestrooms and suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
Kings Inn Super 8 Motel, Sun City, AZ	97	28,113	35	2,727	84	688	1,834	205	70	58	110
Sheraton Rolling Green Inn & Conference Center, Andover, MA	193	28,108	36	5,425	39	3,600	1,800	25	72	51	207
Ramada Inn, Santa Fe, NM	104	27,884	37	2,900	82	1,200	1,700	—	83	10	70
Holiday Inn, Woburn, MA	158	27,257	38	4,334	61	2,734	1,449	151	80	20	140
Pauls Place Inn, Roseville, MN	135	26,866	39	3,627	69	870	2,349	408	82	87	154
Rochester Marriott-Thruway, Rochester, NY	313	26,837	40	8,400	16	4,500	3,700	200	72	53	290
Dayton Marriott Hotel, Dayton, OH	301	26,833	41	8,077	18	4,440	3,187	450	72	49	245
Ramada Hotel Lanham, Lanham, MD	172	26,755	42	4,602	57	2,390	1,940	272	77	33	170
Sheraton Mountain Brook Inn, Birmingham, AL	178	26,685	43	4,750	54	2,880	1,870	—	71	54	125
The Breckenridge Frontenac, St. Louis, MO	289	26,394	44	7,100	21	4,100	2,000	1,000	73	46	250
Ramada Inn East Hanover, East Hanover, NJ	207	26,391	45	5,463	36	3,429	1,994	40	88	3	100
Denver Hilton Inn South, Englewood, CO	311	26,366	46	8,200	17	5,000	3,200	—	70	65	250
Concord Hilton, Concord, CA	345	26,202	47	9,040	14	5,013	3,636	391	72	47	250
Holiday Inn New Orleans Fat City, Metairie, LA	196	25,510	48	5,000	49	4,000	1,000	—	85	7	90
Radisson Inn-Plymouth, Plymouth, MN	165	25,454	49	4,200	63	1,900	2,100	200	72	50	147
Hilton Inn Columbia, Columbia, MD	174	25,149	50	4,376	60	2,131	2,049	196	67	75	192
Sheraton Plaza Hotel, St. Louis, MO	216	24,879	51	5,374	41	3,100	2,031	243	76	37	177
Holiday Inn, Bethlehem, PA	198	24,747	52	4,900	51	2,500	2,400	—	78	27	165
Terrace Garden, Atlanta, GA	352	24,659	53	8,680	15	6,160	2,520	—	83	11	245
Northlake Hilton Inn, Atlanta, GA	192	24,562	56	4,716	55	2,956	1,525	235	78	28	140
Radisson Hotel South, Minneapolis, MN	589	24,373	55	14,600	5	7,200	6,800	600	65	82	525
Hilton Rochester, Rochester, NY	173	24,277	56	5,200	44	3,400	1,600	200	65	80	110
McGuire's Inn, St. Paul, MN	165	24,242	57	4,000	67	1,500	2,500	—	80	67	150
Sheraton Executive Tower, Ft. Washington, PA	145	24,137	58	3,500	75	2,000	1,500	—	70	59	105
Midway Motor Lodge, Grand Rapids, MI	148	24,128	59	3,571	72	1,465	2,017	89	66	77	130
Holiday Inn Tanglewood, Roanoke, VA	125	24,000	60	3,000	81	1,500	1,200	300	72	52	100
Holiday Inn Dayton Mall, Miamisburg, OH	203	23,645	61	4,800	52	2,800	1,800	200	84	9	180
The Columbia Inn, Columbia, MD	301	23,588	62	7,100	20	4,000	2,980	120	70	62	241
Island Inn Motor Hotel, Westbury, NY	212	23,584	63	5,000	46	3,000	2,000	—	71	55	140
Ft. Magruder Inn, Williamsburg, VA	256	23,437	64	6,000	34	4,000	2,000	—	75	38	125
Morris Inn, Notre Dame, IN	96	23,437	65	2,250	88	1,050	1,200	—	63	85	125
Breckinridge Inn, Louisville, KY	128	23,437	66	3,000	80	1,700	1,300	—	82	14	160
La Reserve Hotel, White Plains, NY	300	23,333	67	7,000	22	4,000	2,000	—	82	15	135
Sheraton Berkshire Inn, Reading, PA	204	23,039	68	4,700	58	2,500	2,000	200	78	29	150

L·O·D·G·I·N·G·S

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TOP · PERFORMERS

	Guestrooms and suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
Ramada on Carmel Hill, Monterey, CA	80	22,650	80	1,812	94	1,162	650	—	85	6	50
Howard Johnson's, Newark, DE	102	22,549	70	2,300	87	1,100	1,200	—	78	30	97
Holiday Inn-Cincinnati North, Cincinnati, OH	426	22,300	71	9,500	12	7,400	2,100	—	75	39	200
Executive Motor Lodge, Mt. Laurel, NJ	100	22,240	72	2,224	89	889	1,259	76	80	93	135
Westlake Holiday Inn, Westlake, OH	267	22,038	73	6,325	29	3,247	2,576	502	72	48	260
Midway Motor Lodge, Indianapolis, IN	150	22,012	74	3,500	73	1,500	2,000	—	64	84	140
Holiday Inn East Belt, Channelview, TX	183	21,857	75	4,000	86	2,500	1,500	—	68	68	100
Sheraton Northwest, Brooklyn Park, MN	231	21,645	76	5,000	47	2,000	3,000	—	82	88	210
Endicott Inn/Manor Restaurant, Endicott, NY	56	21,428	77	1,200	99	400	800	—	57	95	65
Holiday Inn, Skokie, IL	257	21,400	78	5,500	36	3,200	2,300	—	68	72	150
Sheraton Park Place Hotel, Minneapolis, MN	300	21,140	79	6,342	20	2,923	3,115	304	68	96	229
Sheraton Inn & Conference Center, Springfield, MO	202	21,024	80	4,247	82	2,221	1,897	129	74	42	150
Holiday Inn-Aberdeen, Aberdeen, MD	124	20,967	81	2,600	86	1,700	815	85	82	13	67
Silvercrest Motel, North Brunswick, NJ	65	20,923	82	1,360	97	460	900	—	90	1	60
Holiday Inn of the Water, Thermopolis, WY	70	20,886	83	1,650	96	740	780	130	64	83	51
Wilson Lodge-Oglebay, Wheeling, WV	218	20,642	84	4,500	59	2,500	2,000	—	68	69	260
Hilton Inn, Colorado Springs, CO	128	20,562	85	2,632	85	1,574	968	92	76	36	75
Greenwood Inn, Beaverton, OR	196	20,512	86	4,000	65	2,000	2,000	—	76	35	160
Ramada Inn, Clifton, NJ	244	20,491	87	5,000	48	3,000	2,000	—	70	63	225
Harbor Inn, Philipsburg, PA	66	20,439	88	1,349	98	398	883	68	61	90	65
Brent House Hotel, Jefferson, LA	259	20,351	89	5,271	43	3,096	1,816	360	71	57	160
Bay Harbor Inn, Tampa, FL	271	20,295	90	5,500	35	3,500	1,800	200	80	23	180
Denver Granada Royale Homotel, Denver, CO	207	20,289	91	4,200	84	4,100	—	100	77	32	66
The Redwood Inn, Pittsburgh, PA	95	20,126	92	1,912	82	887	1,025	—	66	78	100
Holiday Inn, Butler, PA	143	20,062	93	2,869	83	1,158	1,578	133	80	94	138
Sheraton Racine Hotel & Conference Center, Racine, WI	232	19,827	94	4,600	58	2,300	2,300	—	50	98	185
Sheraton Naperville Hotel, Naperville, IL	312	19,711	95	6,150	32	4,000	2,100	50	70	64	250
Morristown Motor Inn, Morristown, NJ	61	19,672	96	1,200	100	1,150	50	—	80	19	20
Hotel Europa, Chapel Hill, NC	178	19,662	97	3,500	74	2,000	1,500	—	80	92	110
Best Western Braddock Motor Inn, La Vale, MD	88	19,579	98	1,723	95	900	780	43	89	2	66
Holiday Inn, South Burlington, VT	174	19,517	99	3,396	76	2,030	1,341	25	80	25	115
Quality Inn-Baltimore/Towson, Towson, MD	205	19,439	100	3,985	66	2,641	684	680	70	60	110

HIGHWAY

Astute readers will notice that this Top Performer category also has a new name this year. No longer called "roadside," *Lodging Hospitality's* renamed highway properties are now more clearly differentiated from other categories by location and more accurately compare with Laventhol & Horwath's upper quartile highway properties.

This year *Lodging Hospitality's* highway performers came in below the in-

dustry in all areas except food and beverage. Occupancy ran about 74 percent (down from last year's 76 percent), compared to the industry's 77 percent. The median sales per room was \$20,785, trailing the industry's \$23,467. Payroll expense per room came in at \$6,182 compared to \$7,382 for the industry. To boost their sales, 68 percent of the highway winners plan to renovate their properties in the near future.

The Sheraton Smithtown Hotel in Smithtown, NY, is our star performer with sales of \$46,792 per room and total revenues of \$9,920,000.

Lodging Hospitality's highway performers derived more than half (53 percent) of their sales from guest rooms and 45 percent from food and beverage, surpassing the industry's 34 percent.

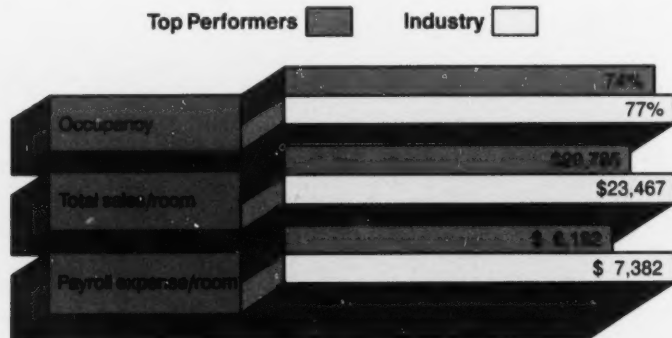
Fifty-one percent of our highway performers are franchises and 28 percent independents. Only 16 percent are chain owned or managed. And the group is mature: 53 percent are between the ages of 11 and 25, although the Hitching Post Inn in Cheyenne, WY is thriving at the age of 50.

These highway hotels derive more of their business from chain reservation systems than any other category. Eight out of ten properties belong to a chain reservation system, and, in fact, the Holiday Inn in North Little Rock, AR can attribute 90 percent of its business to its Holiday Inn system. Other systems that boost our highway group's efficiency are call accounting systems (60 percent) and energy management systems (39 percent).

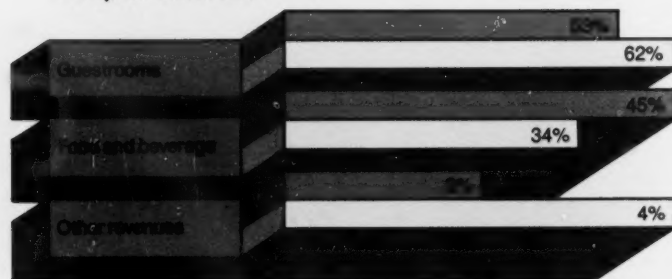
The average highway performer offered 146 rooms in 1983, but the Radisson Inn and Conference Center in Central Atlanta was the largest, with 422 rooms. Little Horseshoe Inn in Birdsboro, PA took its place among our winners with only 35 rooms.

Highway properties, like our other Top Performer hotels, provide service with a smile. Almost all offer food-service, liquor and banquet facilities in addition to other extras such as swimming pools (97 percent). Fifty-three percent offer in-room movies for their guests' enjoyment and 72 percent, more than any other category, offer electronic games to weary travelers. Like our resort properties, however, highway hotels do not consider teleconferencing a "must": only 15 percent offer the service. 

Highway Top Performers vs. the industry



Composition of sales



Source: Industry figures are upper quartile figures for highway properties, except composition of sales figures, which are averages from Laventhol & Horwath's *U.S. Lodging Industry 1984*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

L·O·D·G·I·N·G·S

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TOP · PERFORMERS

	Guestrooms and Suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
Sheraton Smithtown Hotel, Smithtown, NY	212	46,792	1	9,920	2	4,951	4,658	311	84	11	280
Howard Johnson's Motor Lodge & Restaurant, Chelmsford, MA	57	46,719	2	2,663	33	851	1,812	—	85	8	120
Horsehoe Inn, Birdsboro, PA	35	42,857	3	1,500	59	300	1,200	—	80	22	48
Holiday Inn, Champaign, IL	166	38,930	4	7,241	6	5,820	1,410	11	89	5	159
Northampton Hilton Inn, Northampton, MA	125	37,976	5	4,747	13	1,610	3,040	97	80	17	189
The Highlander Inn & Supper Club, Iowa City, IA	98	33,218	6	3,189	26	980	2,197	12	80	20	135
Los Robles Lodge, Santa Rosa, CA	108	33,075	7	3,506	22	1,536	1,902	68	91	2	111
Hilton At Colonial, Wakefield, MA	300	32,467	8	10,000	1	4,000	6,000	—	61	62	400
Treadway Lord Cromwell, Cromwell, CT	188	31,914	9	6,000	9	4,000	2,000	—	71	40	150
Holiday Inn University Mall, Pensacola, FL	152	30,263	10	4,600	14	2,300	2,100	200	86	7	150
Dover's Inn, St. Paul, MN	95	28,736	11	2,730	32	1,130	1,600	—	82	13	103
Arlington Hilton, Arlington, TX	318	28,301	12	9,000	4	5,000	4,000	—	64	57	200
Granada Royale Homotel, Dallas, TX	248	26,963	13	6,687	7	5,236	1,162	289	78	29	185
Americana Inn, Albany, NY	351	25,641	14	9,000	3	5,000	4,000	—	63	58	350
Howard Johnson-Gateway Savannah, Savannah, GA	82	25,402	15	2,083	46	1,013	1,070	—	89	4	60
Howard Johnson Motor Lodge & Restaurant, Penns Grove, NJ	80	25,000	16	2,000	52	1,000	1,000	—	88	6	100
Best Western Chieftain Inn, Chambers, AZ	52	24,961	17	1,298	62	444	316	538	72	38	45
Holiday Inn, Springfield, NJ	202	24,752	18	5,000	12	3,100	1,900	—	81	14	120
Coachman Inn Best Western, Cranford, NJ	182	24,725	19	4,500	15	2,250	2,250	—	76	31	150
Best Western Americana Inn, St. Cloud, MN	64	23,625	20	1,512	56	452	1,016	44	58	64	87
Howard Johnson Motor Lodge, Claremont, CA	64	23,359	21	1,495	60	985	510	—	62	59	45
Sheraton Inn Hagerstown, Hagerstown, MD	112	23,214	22	2,600	35	800	1,800	—	64	56	100
Ramada Inn, Grand Forks, ND	99	22,979	23	2,275	42	1,300	925	50	81	16	94
Sheraton Aberdeen, Aberdeen, MD	131	22,900	24	3,000	20	1,500	1,500	—	70	42	110
Springfield Marriott Hotel, Springfield, MA	285	22,641	25	6,000	8	4,000	2,000	—	73	36	228
Quality Inn-Bedford, Bedford, PA	49	22,489	26	1,012	65	377	725	—	66	52	49
Hitching Post Inn, Cheyenne, WY	255	22,439	27	5,722	10	2,298	3,240	184	68	48	220
Best Western Janesville Motor Lodge, Janesville, WI	113	22,123	28	2,500	39	1,500	1,000	—	79	26	125
Ann Arbor Marriott, Ann Arbor, MI	229	21,965	29	5,030	11	2,730	2,300	—	70	44	175
Holiday Inn, Clearfield, PA	120	21,866	30	2,600	36	2,100	500	—	84	12	25
Holiday Inn, Zanesville, OH	100	21,600	31	2,160	45	1,087	861	212	80	24	85
Sheraton Inn, Newark, DE	102	21,568	32	2,200	44	1,300	900	—	79	25	78

L·O·D·G·I·N·G·S

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TOP · PERFORMERS

	Guestrooms and Suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
Ramada Inn, Blytheville, AR	95	20,947	33	1,990	53	781	1,159	50	78	27	80
The Ironmen Inn, Coralville, IA	140	20,785	34	2,910	30	1,156	1,714	40	56	51	150
Econo Lodge, South Burlington, VT	176	20,250	35	3,564	20	1,603	1,961	—	72	39	120
Holiday Inn of Greater Beloit, Beloit, WI	177	20,112	36	3,560	21	1,700	1,760	100	77	30	180
Ramada Inn Denton, Denton, TX	104	19,932	37	2,073	47	997	1,049	27	74	34	80
Holiday Inn South, Erie, PA	216	19,907	38	4,300	18	2,500	1,300	500	69	45	180
Sheraton Harrisonburg Inn, Harrisonburg, VA	142	19,845	39	2,818	31	1,321	1,439	58	70	41	108
Keller Ramada Inn, Effingham, IL	159	19,748	40	3,140	27	1,475	1,600	65	75	33	125
Radisson Inn & Conference Center-Central Atlanta, Atlanta, GA	422	19,689	41	8,309	5	4,202	3,812	295	62	60	225
Plantation Motor Inn, Beloit, WI	82	19,512	42	1,600	57	850	750	—	70	43	80
Wayside Inn, Orlando, FL	175	19,445	43	3,403	24	1,943	1,460	—	81	15	48
Best Western Marshall Inn, Marshall, MN	103	19,417	44	2,000	51	1,000	1,000	—	68	46	96
Viking Inn Motel, Restaurant & Lounge, Port Lavaca, TX	62	19,338	45	1,199	64	362	504	33	60	63	66
Mansfield Best Western, Mansfield, OH	104	19,230	46	2,000	49	1,000	1,000	—	61	61	60
Ramada Inn, Newport News, VA	182	19,230	47	3,500	23	1,400	2,100	—	80	21	160
Adventureland Inn, Waukegan, IA	134	19,230	48	2,500	38	1,800	700	—	65	54	250
Holiday Inn North Little Rock, North Little Rock, AR	206	19,174	49	3,950	19	3,000	950	—	85	10	70
Jumer's Castle Lodge, Bettendorf, IA	225	19,111	50	4,300	17	2,500	1,800	—	80	23	185
Holiday Inn-Warsaw, Warsaw, IN	159	18,867	51	3,000	28	1,400	1,600	—	65	55	120
Howard Johnson's Motor Lodge, San Luis Obispo, CA	64	18,750	52	1,200	63	750	450	—	67	49	60
Sheraton Inn Winter Park, Orlando FL	136	18,713	53	2,545	37	1,225	1,198	122	72	37	95
Holiday Inn-West Holidome, Spartanburg, SC	180	18,853	54	3,345	25	2,254	968	123	85	9	93
Holiday Inn, New Ulm, MN	131	18,320	55	2,400	41	1,200	1,150	50	85	53	90
Camelot Inn-Best Western, York, NE	89	18,078	56	1,609	56	678	802	129	73	35	65
Holiday Inn Findlay, Findlay, OH	158	18,072	57	2,494	40	1,362	1,132	—	78	28	81
St. Francisville Ramada Inn, St. Francisville, LA	104	17,788	58	1,850	55	1,100	700	50	80	19	68
Holiday Inn, Amarillo, TX	251	17,490	59	4,390	16	3,640	750	—	90	3	130
Sheraton Alexandria, Alexandria, LA	127	17,448	60	2,222	43	1,045	1,111	66	68	47	70
Window Rock Motor Inn, Window Rock, AZ	56	17,053	61	955	66	326	494	135	48	65	40
Holiday Inn, Sweetwater, TX	109	16,972	62	1,850	54	1,150	700	—	106	1	73
Holiday Inn, Forsyth, GA	118	16,949	63	2,000	50	1,250	750	—	80	18	53
Ozona Inn of the West, Ozona, TX	83	16,927	64	1,405	61	925	480	—	75	32	35
Ramada Inn-Somerset, Somerset, PA	156	16,788	65	2,619	34	1,284	1,285	50	67	50	120
Sheraton Inn, Bluefield, WV	120	16,666	66	2,000	48	750	1,250	—	45	66	65

AIRPORT

The Registry Hotel Corp. entered several of its properties into *Lodging Hospitality's* Top Performer competition this year and one, The Registry Hotel in Irvine, CA, captured the top position on the Airport list. With sales per room of \$43,399, this 303-room hotel also ranked third in total sales with \$13,150,000. Registry Chairman and President Charles W. Lanphere reported an annual occupancy of 82 per-

cent for the property and told *LH* that 250 rooms and a new ballroom will soon be added to the hotel.

A glance at the list reveals that the Minneapolis, MN hotel market is booming: With six of the 34 airport winners from Bloomington and one from Minneapolis, the list is top-heavy with success stories from Minnesota.

Lodging Hospitality's airport winners outperformed the industry in sales

per room, with \$23,943 compared to the industry's \$21,731. As it turned out, occupancy this year is exactly the same as last year—75 percent compared to the industry's 79 percent. The average airport hotel brought in \$7,537,764 in revenue last year, not bad for only 292 rooms. Payroll expense ran about \$7,763 for our winners, compared with \$7,330 for the industry.

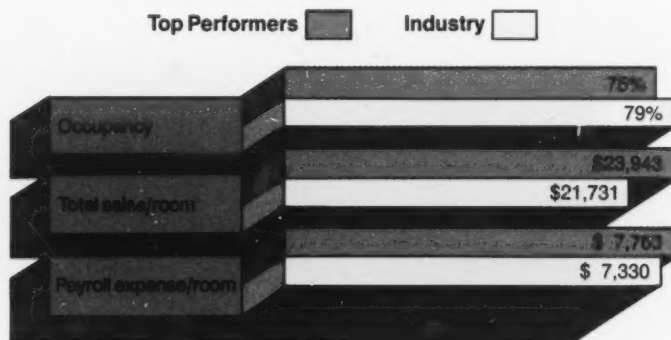
Quite a few of the airport winners (41 percent) are chain-owned, and 79 percent rely on their chain reservation systems to fill their rooms. The Ramada Inn in Burlingame, CA owes a full 70 percent of its business to its Ramada reservation system.

Guestrooms accounted for about 57 percent of the airport properties' income, and food and beverage sales comprised another 39 percent. To help lower costs and boost income, about 71 percent of the winners used a call accounting system and 32 percent relied on an energy management system.

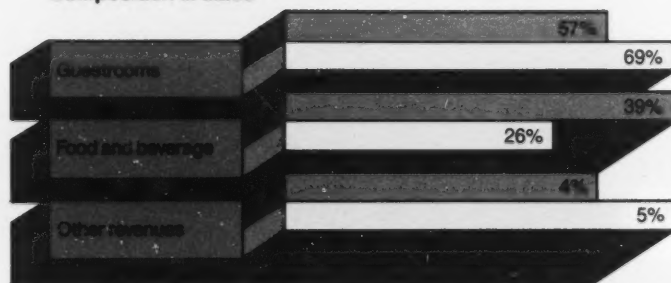
Twenty-four year old Miami International Airport Hotel is our oldest winner this year, and Manager Randolph Kirkley reports the hotel will completely renovate this year. Many of his peers evidently plan similar action—74 percent say they will also renovate. Los Angeles' Amface Hotel is the largest, with 750 rooms.

Lodging Hospitality's airport winners knock themselves out to pamper the business traveler. All offer food, room, liquor and banquet service, and 97 percent even throw in a pool to lure customers. But these performers don't stop there. Other extras include valet service (94 percent), on-premise tennis (24 percent), health clubs (32 percent) and in-room movies (74 percent). More than 45 have a satellite earth station on the premises, and about 41 percent rely on their dishes to offer teleconferencing services as well.

Airport Top Performers vs. the industry



Composition of sales



Source: Industry figures are upper quartile figures for airport properties, except composition of sales figures, which are averages from Laventhol & Horwath's *U.S. Lodging Industry 1984*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

L.O.D.G.I.N.G.'S

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TOP · PERFORMERS

	Guestrooms and suites	Total sales/room (\$)	RANK	Total sales (\$000)	RANK	Guestroom sales (\$000)	Food and beverage sales (\$000)	Other revenues (\$000)	Average occupancy (%)	RANK	Number of employees
The Registry Hotel, Irvine, CA	302	43,399	1	13,150	3	6,900	3,750	500	82	9	200
Sheraton Inn-Newark Airport, Elizabeth, NJ	359	41,961	2	10,868	4	5,425	5,143	300	74	23	302
Sheraton River House, Miami, FL	414	39,316	3	16,277	2	8,857	5,670	750	83	8	436
Tampa Airport Marriott Hotel, Tampa, FL	302	36,423	4	11,000	5	6,000	5,000	—	60	12	330
The Registry Hotel, Bloomington, MN	334	30,386	5	10,301	6	4,771	5,200	330	73	24	385
Skycenter Hotel, Huntsville, AL	159	29,769	6	4,525	24	1,380	1,302	1,843	54	33	135
Kona Kai Club, San Diego, CA	104	29,548	7	3,073	23	1,186	1,417	470	84	30	180
Sheraton Newport, Newport Beach, CA	263	27,943	8	9,920	11	6,500	2,788	660	74	21	281
International Hotel, Baltimore, MD	217	27,649	9	6,000	18	3,350	2,350	300	75	18	100
Adam's Mark Hotel, Indianapolis, IN	435	25,990	10	11,384	7	5,024	5,900	460	60	32	394
Stapleton Plaza Hotel & Athletic Center, Denver, CO	312	25,967	11	8,050	12	4,710	2,820	520	74	22	300
The Thunderbird Motel, Bloomington, MN	262	25,722	12	6,785	17	3,094	3,126	545	67	27	275
Granada Royale Homotel, Bloomington, MN	219	25,114	13	5,500	21	5,500	—	—	65	6	80
Royce Hotel, West Palm Beach, FL	324	24,390	14	8,000	14	4,000	4,000	—	66	29	340
Amfac Hotel, Los Angeles, CA	732	24,000	15	18,000	1	11,000	8,500	500	80	13	400
Sheraton Airport Inn, Bloomington, MN	152	24,000	16	3,600	28	1,850	1,750	—	77	15	135
Miami International Airport Hotel, Miami, FL	204	23,943	17	6,321	16	4,221	2,100	—	68	26	170
Bloomington Marriott, Bloomington, MN	304	23,809	18	12,000	8	7,000	5,000	—	75	19	500
Holiday Inn Airport, Rochester, NY	151	23,523	19	3,552	29	2,052	1,344	156	81	10	110
Ramada Hotel, Minneapolis, MN	190	23,232	20	4,600	24	2,100	2,300	200	76	16	150
Holiday Inn-International, Bloomington, MN	308	22,873	21	7,045	15	4,280	2,281	484	87	4	250
Le Baron Hotel, San Jose, CA	358	22,727	22	8,000	13	5,000	3,000	—	72	25	300
Holiday Inn-La Guardia Airport, East Elmhurst, NY	335	22,123	23	5,000	22	4,200	900	—	69	3	120
The Westshore Inn, Tampa, FL	255	21,963	24	5,550	20	3,000	2,500	50	85	34	75
Airport Hilton Inn, Pittsburgh, PA	145	21,689	25	3,145	32	1,908	1,121	116	85	28	90
Granada Royale Camelhead, Phoenix, AZ	227	21,497	26	4,880	19	3,503	1,208	169	79	14	160
Ramada Inn, Denver, CO	151	21,443	27	3,238	31	2,008	1,125	105	85	5	80
Travelodge-Airport, Jacksonville, FL	117	21,367	28	2,500	34	1,500	1,000	—	90	1	40
Hyatt Des Moines, Des Moines, IA	793	21,105	29	4,200	27	1,800	2,360	50	84	31	128
Ramada Inn, Burlingame, CA	101	21,019	30	3,300	30	2,300	900	100	90	2	80
Salt Lake Airport Hilton & Conference Center, Salt Lake City, UT	213	20,713	31	4,412	26	2,551	1,551	310	75	17	185
Concord Sheraton Hotel & Conference Center, Concord, CA	252	20,648	32	7,000	19	4,000	3,000	—	81	11	175
Hacienda Hotel, El Segundo, CA	340	20,312	33	13,000	6	8,000	5,000	—	83	7	350
The Clarion Hotel Denver Airport, Denver, CO	300	20,213	34	12,128	9	8,128	4,000	—	75	20	500

LODGING HOSPITALITY'S CHAIN REPORT

Jim Schorr, president of Holiday Inn's Hotel Group, recently said of today's lodging industry: "It's a quality game now, not a numbers game." To illustrate his point, he added that Holiday Inn has built new rooms at about the same pace it has removed rooms from its system during the past six years. Even allowing for the slight drop from last year's room count of 264,400 rooms, Holiday Inns is still the nation's leading lodging chain in number of rooms—263,591, comprising 1,496 properties. Memphis-based Holiday Inns' company-owned hotels reported an annual occupancy of 70.2 percent, up one point from last year, and an average rate of \$44.40.

Best Western reports an addition of 44 properties—that's about 5,620 rooms. Occupancy slipped five points to 65 percent, down from last year's 70 percent. Vice President of Membership Sales Frank J. Hansen estimates the Phoenix-headquartered referral organization will add 160 new properties in the next year, with an emphasis in the northeast and southeast.

Hilton Hotels Corp. chalked up 5,678 new rooms last year, enabling the Bev-

erly Hills-based chain to leapfrog over Sheraton and Ramada to grab third place. The 20 properties Hilton presently has under construction should boost next year's room figures considerably.

Sheraton added about two properties to its U.S. total this year, totaling 1,068 rooms. A report from the Boston headquarters, however, says that 20 properties will be added in 16 states through the next 12 months. That should give Hilton a run for its money for third place in next year's chain ranking. Thirty hotels will be added outside of the U.S. as well. A drop in 2,215 rooms moved Ramada to fifth position this year, apparently because the company decided to sell 16 company-owned hotels.

Howard Johnson's managed to drop 1,630 rooms in 20 hotels from its system and still move up one notch in ranking. Under new management headed by G. Michael Hostage, the North Quincy, MA chain is on the move once again, and its newly-introduced Plaza Hotel concept should have travelers sitting up and taking note of the chain's revamped image. In addition to new food and beverage concepts, beefed up marketing,

training and licensee development programs exhibit a renewed spirit in the company that should bear fruit in *Lodging Hospitality's* future chain reports. (For more on Howard Johnson's, see our June, 1984 issue and page 26 this issue)

It's been all quiet on the Quality Inns front lately, although the Silver Springs, MD chain has added 37 properties and 2,704 rooms since last year.

In other changes, Econo Lodges reported an addition of 62 properties and 5,674 rooms, moving the Charlotte, NC company from 19th to 14th place. Super 8, too, which did not appear on last year's chart, placed 20th on the list this year with 192 properties and 11,866 rooms.

LH's Top 25 U.S. Lodging Chains are brand name chains only. Not included in the listing are franchisee companies such as American Motor Inns and Brock Hotels, large management companies such as Southern Host Systems and MHM or firms that combine equity ownership and management services. Some of these companies control more properties than the chains on the chart.

— by Patricia Askin

L.O.D.G.I.N.G.'S

400

TOP · PERFORMERS

Lodging Hospitality's Top 25 U.S. Lodging Chains

	U. S. properties		Status of properties				Average rate	Average occupancy	Total properties U.S. & foreign	
	Rooms	Number	Company owned	Franchise or member	Management Contract	Other			Number	Rooms
Holiday Inns, Inc.	263,591	1,496	157	1,326	13	0	\$44.40 ^a	70.2% ^a	1,707	310,337
Best Western International	166,681	1,858	0	1,858	0	0	\$44.67	65%	3,030	226,450
Hilton Hotels Corp.	90,339	248	14	196	23	15	N/R	64%	248	90,339
The Sheraton Corp.	88,053	354	16	300	38	0	N/R	N/R	456	124,570
Ramada Inns, Inc.	86,496	539	52	487	0	0	\$37.27	59.6%	582	94,678
Howard Johnson Co.	58,760	495	118	364	1	12	N/R	N/R	494	58,760
Quality Inns International	57,136	502	20	477	5	0	N/R	N/R	643	75,197
Marriott Hotels & Resorts	52,961	122	26	28	68	0	N/R	N/R	133	57,048
Friendship Inns Intl.	46,350	618	0	618	0	0	\$38.50	72%	1,018	76,350
Days Inns of America, Inc.	45,898	322	127	195	0	0	\$30.06	69.1%	333	46,014
Motel 6, Inc.	42,000	378	378	0	0	0	N/R	N/R	378	42,000
Hyatt Hotels Corp.	41,500	75	38	0	37	0	N/R	N/R	75	41,500
Travelodge Intl., Inc.	40,866	504	32	223	8	241 ^b	\$37.81	48.3%	547	44,892
Econo Lodges of America, Inc.	19,134	247	25	222	0	0	N/R	N/R	247	19,134
Rodeway Inns Intl., Inc.	18,409	142	4	138	0	0	N/R	N/R	150	18,931
La Quinta Motor Inns, Inc.	17,107	140	126	12	2	0	N/R	N/R	140	17,101
Westin Hotels	16,767	25	6	5	8 ^b	6	N/R	72.7%	53	29,080
Downtowner-Passport Intl.	13,600	93	0	93	0	0	N/R	69%	93	13,600
Americana Hotels, Inc.	12,055	36	32	1	3	0	\$47.34	66%	40	13,537
Super 8 Motel	11,866	192	11	181	0	0	\$28.88	68%	193	11,926
Preferred Hotels Worldwide	11,307	33	0	33	0	0	N/R	N/R	56	16,808
Red Roof Inns, Inc.	11,304	109	109	0	0	0	N/R	80%	109	11,304
Red Lion Thunderbird Inns	11,250	52	52	0	0	0	\$50	N/R	52	11,250
Magic Key Inns	11,000	356	0	356	0	0	N/R	N/R	368	15,110
Radisson Hotel Corp.	9,239	29	4	3	9	13 ^b	N/R	N/R	30	9,389

^a Company owned or managed

^b Joint venture partnerships

N/R Not reported